



BRIDGE Academy A3 Report: [Insert Project Name Here]

[Add your name here]	Project Lead	Executive Sponsor	[The person who oversees the entire work stream and authorized this project]
[Add the names of the people who are on your project team]	Project Team	Process Owner	[The person who can approve a change to the process]
[Update the A3 often – record the date the A3 was last updated]	Last Updated	Process Customers	[Identify specific end users who benefit from this process]

Planning



1. Why Change Is Needed – Problem Statement

- What is happening in the process right now?
- What obstacles do you notice while observing the process?
- What types of waste and non-value added activities have you identified?
- What have you learned by talking with customers and other process stakeholders?
- Are there equity or inclusion concerns in the current process?

2. Current State

- What is the specific, measurable baseline for current performance?
- Consider the four dimensions of cost, accuracy, speed, and equity.

3. Future State – Goal Statement

- Once this process has been improved, what will success look like?
- What is the specific, measurable target for future performance?

Innovating



4. Gap Analysis / Critical Success Factors

- What is currently preventing achievement of the goal?
- What are the root causes of the problems you see in the process?
- What are the Critical Success Factors for reaching desired performance?

5. Brainstorming

- Brainstorm potential solutions.
- Evaluate solutions using the Impact/Effort Matrix and other tools.
- Select solutions to test.

6. Experiments

Action / Innovation	Outcome

Sustaining



7. Action Plan

Action Item	Owner	Date: By When

8. Check Results

- Detail the measures that will be used to track progress and measure success for this project.
- Note any data collection challenges.
- Provide Before and After comparison when possible.

9. Follow-Up and Monitoring

- What went well? What didn't?
- If the goal was achieved, create standard work to formalize it.
- If not, test additional solutions.
- What is the plan for ensuring that the solution's benefits are maintained?
- How will you address change management challenges?
- How will progress be monitored?